



Victoria Hospice

Report to the Community 2007/08



Envisioning the Future

by Marie Robertson, President
and Wayne Peterson, Executive Director
Victoria Hospice Society

The management team, staff, volunteers and Board of Directors of the Victoria Hospice Society are proud of our accomplishments in 2007/08. Some highlights include:

- Victoria Hospice **helped over 2,500 people** last year, including 840 patients and their families.
- Approximately 40% of the patients under our care last year were **able to die at home** close to family and friends thanks to our own Palliative Response Team, our clinical teams and our partnership with the Vancouver Island Health Authority's Home and Community Nursing Care and Community Health Worker services.
- We set a new record in **palliative care physician consultations** for patients in other hospital facilities or at home – almost 1,000 visits.
- **59 new volunteers** completed the 8-week training program to join our dedicated team of over 500 trained volunteers.
- The management team and Board of Directors developed a five-year **strategic plan** to guide our activities and to ensure that our goals are met.
- We successfully secured a new **7-year lease** for our 17-bed In-Patient Unit at the Royal Jubilee Hospital's Richmond Pavilion

This year, we are envisioning an exciting and even more challenging year. The planning sessions attended by the Victoria Hospice management team and Board of Directors were an excellent opportunity for Board members to learn from the team about operational challenges and opportunities the organization faces every day.



Victoria Hospice has secured a new 7-year lease for our home at the Richmond Pavilion

What is true of the past will be true in our future: providing the very best care for patients and their loved ones is our core focus. And to maintain that focus, we will always look to our staff. It is the human element, the daily personal commitment by everybody at Victoria Hospice, that makes this organization so special. ●

Our Vision:

Quality end-of-life care for all

Our Mission:

To enhance the quality of life for those facing advancing illness, death and bereavement through skilled and compassionate care, education, research and advocacy

Care: Last Year at a Glance

- **891 patients registered** for Victoria Hospice end-of-life care last year
- Average number of patients registered **on any given day** was 330
- **Admissions** to our 17-bed palliative care in-patient unit totaled 537
- Average length of stay in our **seven acute care beds** was about eight days
- Average length of stay in our **nine extended care beds** was 18 days
- Average length of stay in our one **respite care bed** was seven days
- Approximately 17% of all patients admitted to our palliative care unit were **able to return home** once their symptoms improved
- 69% of our patients were **diagnosed with cancer** (most commonly lung, colon, breast and pancreatic cancer)
- **Non-cancer deaths** included congestive heart failure, stroke, renal failure, lung disease, HIV-AIDS, ALS and chronic liver disease
- Our palliative care physicians logged almost 1,000 **medical consultation visits** last year to patients in the Royal Jubilee Hospital, Victoria General Hospital or in patients' homes (an increase from 750 the previous year)
- We provided care in 71% of **all cancer deaths** in Greater Victoria last year
- We provided care in 26% of **all deaths** in Greater Victoria
- The average time **from initial registration to death** was 112 days for cancer patients, and 133 days for non-cancer patients
- **Average age** at the time of death was 75.8 years
- Almost 2,000 people were helped last year by our **Bereavement** department following a death in the family ●



Victoria Hospice Society Board of Directors, 2007/08

- Marie Robertson, President
- Dr. Norma Mickelson, Vice-President
- Barry Chivers, Treasurer
- Dana Armour
- Dr. Wendy Clay
- Ernie Fraser
- John Greschner
- Dr. Peter Kirk
- Mark Sieben
- Anne Taylor
- Dave Traynor

“ Thank you for staying with us in our time of grief, sharing our pain and touching our wounds with a tender hand.”



Victoria Hospice volunteer Olga Gill plants a kiss on Kelly Parson's head. Kelly's new book of poetry, *I Will Ask For Birds*, is being published by Sono Nis Press this year.

Thank you to Wayne Peterson for taking beautiful pictures around our unit for this report

Teaching and Learning

- 252 physicians, nurses and pharmacists attended the **Palliative Care: Medical Intensive** courses in Victoria and Richmond last year.
- 102 health professionals participated in our **Psychosocial Care of the Dying and Bereaved** courses.
- Our 16th annual **Victoria Hospice Spiritual Care Conference** attracted 113 people.
- BC Cancer Agency and Victoria Hospice held day-long education sessions for physicians and nurses in the **Vancouver Island Palliative Network** at Campbell River and Parksville.
- The Vancouver Island Health Authority and Victoria Hospice co-sponsored five half-day **palliative care education** sessions at the Royal Jubilee Hospital, video-linked as well to eight sites up-island.
- 30 Victoria Hospice staff provided course instruction or presentations at **palliative care conferences** or to community agencies.
- 40 people came to Victoria Hospice to **advance their palliative care skills** including visiting professionals, medical students and residents, practicum students from nursing, counselling and music therapy.
- 47 Victoria Hospice staff and volunteers completed 12 hours of **Values-Based Communication** training provided by our own staff trainers.
- Orders for Victoria Hospice publications including our textbooks **Medical Care of the Dying** and **Transitions in Dying & Bereavement: A Psychosocial Guide for Hospice and Palliative Care** nearly doubled in the past year. ●



Looking for an Interesting Guest Speaker?

Last year, our Victoria Hospice Speakers Bureau volunteers spoke about Victoria Hospice services to over 1,000 people at service club and community meetings. We provide guest speakers to local groups as a public service at no charge. If you'd like an interesting speaker for your next meeting, contact our Communications Coordinator **Carolyn Thomas** at 250-370-8813. ●

www.victoriahospice.org

On average, over 22,000 people every month from around the corner or around the world visited the Victoria Hospice website. On this website, they could find practical information about Victoria Hospice care, read the full text of all 10 Victoria Hospice brochures about grief and bereavement topics, research resources for health care professionals, find links to other palliative care websites, make a secure online donation to the Victoria Hospice and Palliative Care Foundation, find out about upcoming events and courses, apply for jobs on our team, and so much more. Watch for our expanded new website in the year ahead. ●

“After taking this course, I will apply more palliative care principles in caring for residents of long term care facilities.”

Our Research Staff

The Victoria Hospice Research Department was formally established in 2007 with Director of Research & Development **Dr. Michael Downing** and Research Assistant **Jan Walker**, RN. So far, we have hosted three Staff Research Forums, produced bi-monthly newsletters, had nine articles published in medical journals, and participated in 12 local, provincial, national and international presentations.

We have partnerships with several faculties at the University of Victoria, BC Cancer Agency and Vancouver Island Health Authority. Research projects funded by two national grants of \$1.2 million and \$345,000 are underway. We were also excited to receive a grant from the Victoria Foundation to support several studies.

Examples of our research topics so far include survival prediction, bereavement risk, music therapy, timely access to palliative care, community volunteer partnerships and silence in palliative care.

Published Journal Articles:

- Computer-Based Tool for Palliative Severe Pain Management. *Journal of American Medical Informatics Association*. 2008.
- Correlation between Braden Scale and Palliative Performance Scale (PPS) in advanced illness. *International Wound Journal*. 2008
- Using the PPS to provide meaningful survival estimates. *Journal of Pain and Symptom Management*. 2008
- Reliability and validity of PPS. *BMC Palliative Care*. 2008
- Predicting survival in patients with advanced disease. *European Journal of Cancer*. 2008
- A systematic review of prognostic tools for estimating survival time in palliative care. *Journal of Palliative Care*. 2007
- A grounded theory guided approach to palliative care systems design. *International Journal of Medical Informatics*. 2007
- Meta-analysis of survival prediction with the PPS. *Journal of Palliative Care*. 2007
- Reliability Testing of the Victoria Bowel Performance Scale (BPS). *Journal of Pain and Symptom Management*. 2007 •



Our Nurses

The nurses at Victoria Hospice provide compassionate care on our 17-bed In-Patient Unit, in patients' homes with the Palliative Response Team and in our Community Office where care is coordinated for our 330+ registered patients on any given day.

Recruitment of new staff in these times of nursing shortages let us expand the team last year, including:

- **New Graduate Initiative:** a program that allowed us to share the cost of orientation and training of a new RN grad with the Vancouver Island Health Authority.
- **Employed Student Nurse:** a third year nursing student who works with our team, once again funded by the Vancouver Island Health Authority
- **A Unit Aide:** a new position ensuring that the shelves are stocked, the equipment is working, the kitchen area is well-supplied – the list goes on!

Relationship-building within the nursing team was an area of focus all year long. Our nurses have attended regular staff meetings, education updates and our ongoing Values-Based Communication training. And working with community partners was another important focus for our nurses. Staff have planned and presented at the Vancouver Island Health Authority's **Palliative Care Education Series**, done presentations at conferences, and are members of the **Island Palliative Nurses Group**, all opportunities to share expertise and knowledge within the local nursing community. •

“I was truly overwhelmed by the kindness and respect shown my mother and our family as we struggled to do what was right for her.”

Our Counsellors

The Victoria Hospice Psychosocial Department strategized about the future with an emphasis on program evaluation, partnerships, community trends and integration.

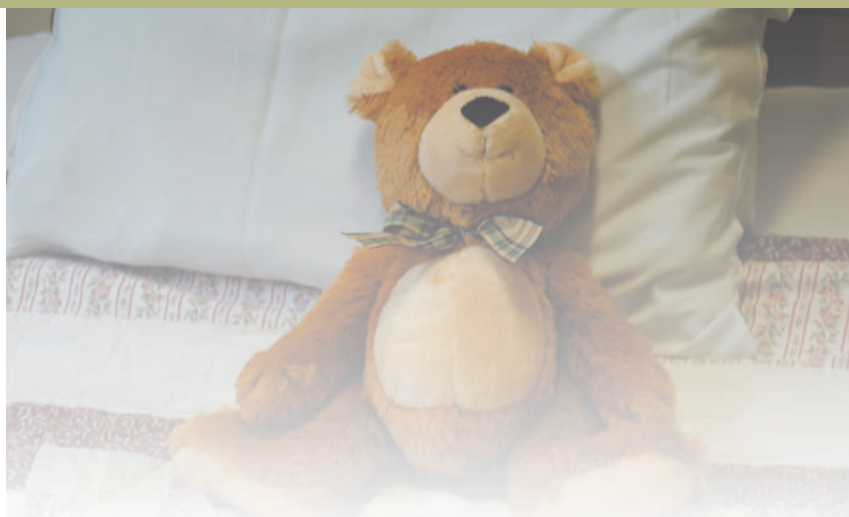
Marg Cooke and her team completed a review of Bereavement Services. The result was increased staffing and research into on-line databases to improve access, tracking and service delivery capabilities. The future includes additional services in the Western Communities and exploring new partnerships to consolidate and augment existing bereavement services in Victoria.

Margaret Harper, our Spiritual and Religious Care Coordinator, completed her first year on the job with a focus on our In-Patient Unit. The next step is working with various faith communities and with Vancouver Island Health Authority staff to expand services to people at home.

Child and Youth Counsellor **Allyson Whiteman** worked with local school districts to improve grief and bereavement support there and to re-establish Victoria Hospice as a part of the community that cares for children. Our Music Therapist **Kirsten Davis** joined her in a children's program called *Touchstones*, introducing music for expression of grief and healing. Kirsten also worked with a bedside singing group called **Songs of Passage**.

Community counsellors **Caelin Rose** and **Lucie Mattar** helped to develop training and support modules for volunteers working in patients' homes. In addition, Caelin and other counsellors revised our **Bereavement Risk Assessment Tool** and completed a user's manual.

Other Victoria Hospice Psychosocial team members have been involved in various Victoria Hospice projects, including presentations at conferences, an international twinning project with a Nepal Hospice, new information brochures and several research/education initiatives. A dynamic, skilled and knowledgeable team, they ensure that our patients and families receive quality emotional, spiritual, psychological and practical support. ●



Victoria Hospice Values Charter

RESPECT

We respect the intrinsic worth of each individual.

COMPASSION

Compassion underscores all our actions and decision-making. We demonstrate an empathic, non-judgmental manner. We believe in the power of tender acts of kindness.

INTEGRITY

Integrity forms the basis of personal and professional practice. We take individual and collective responsibility for our actions. We are accountable and invite scrutiny. We are honest and fair in all we do within an ethical framework.

COMMITMENT

Commitment to quality end-of-life care is fundamental to our work and our relationships. Through our dedication, we honour the people we serve, each other and ourselves.

COLLABORATION

Collaboration is fundamental to achieving our best work. Respectful, honest communication, with appreciation for diversity enables us to accomplish together what could not be achieved alone.

EXCELLENCE

Through the active pursuit of skills, knowledge, growth and innovation, we achieve our highest personal and professional potential in our unwavering quest for quality end-of-life care. ●

Our Volunteers

- Last year, 59 people completed 50 hours of Victoria Hospice palliative care volunteer training to support our patients and families.
- 20 of these volunteers received specific training for their role in supporting people in their own homes.
- Volunteers helped us meet our annual fundraising goal of \$3 million through our annual Swimathon, Celebrate-A-Life event, Teeny Tiny Garden Tour, and at our Victoria Hospice Thrift Boutique.



Victoria Hospice Thrift Boutique is at
1315 Cook Street near Yates in Victoria
Hours: Monday to Saturday 10 a.m.–5 p.m.
250-519-1545 for free home pickup service

- Volunteers with special skills and interests worked on our Rooftop Garden, as Speakers Bureau volunteers, and offered complementary therapies, music, spiritual care, clerical support, and bereavement support.
- 20 volunteers from a community group called *Songs of Passage* received specific Victoria Hospice volunteer training.
- Victoria Hospice has over 500 volunteers in clinical and non-clinical roles.
- Our Volunteer Services office introduced a volunteer management computer program called *Volunteer Works* to help us track our volunteers online. ●

Our Doctors

The Medical Department at Victoria Hospice had a very busy year. Our physicians were involved not only with increasing clinical demands but also continued to participate in education and research. We are very fortunate to have the group of dedicated physicians we do who continue to contribute to our mission and vision.

Along with the increase in community consultations, the Palliative Care In-Patient Unit was also very busy with an increasing number of admissions. Patients also experienced a shorter length of stay resulting in considerable effort of physicians and our entire team working hard to provide excellent and compassionate care to both patients and families.

With the expansion of the Island Medical Program, more medical students and residents are undergoing training with Victoria Hospice. One of our trainees this past year was **Dr. Peter Battershill** who completed his Year of Added Competency fellowship with us recently. We now have **Dr. Manny Fritsch** (pictured above in the Rooftop Garden), a family physician from Ladysmith, training with us for the coming year.

Our physicians presented at provincial, national and international conferences, sharing their knowledge and expertise. ●



Dr. Fraser Black,
Medical Director

“I know our family would not have been able to embark on Mom’s journey in quite the same way without the help of Victoria Hospice.”

Financials

Statement of Combined Operations

Year ended March 31, 2008

Revenues:

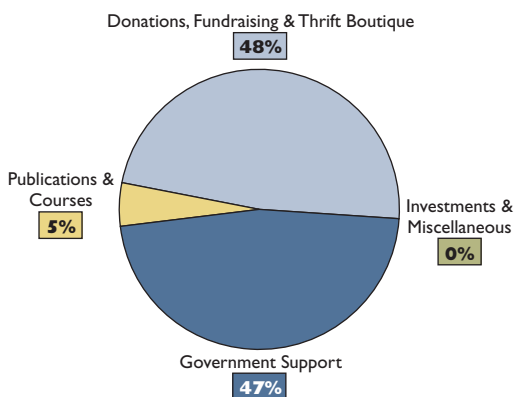
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|--|--------------------|
| Government Support | \$3,305,541 |
| Donations, Fundraising & Thrift Boutique | 3,398,038 |
| Publications & Courses | 392,232 |
| Endowment & Investment Earnings | (82,482) |
| Miscellaneous & Other | 53,524 |
| Total | \$7,066,853 |

Expenditures:

| | |
|--|--------------------|
| In Patient Nursing | \$2,407,037 |
| Community Nursing | 178,968 |
| Physician & Medical | 653,245 |
| Counselling, Bereavement & Spiritual | 951,166 |
| Palliative Response Team | 540,813 |
| Volunteer Services | 170,835 |
| Publications & Courses | 289,080 |
| Learning Centre & Staff Education | 227,702 |
| Administration & Communications | 601,253 |
| Development, Fundraising & Thrift Boutique | 758,561 |
| Depreciation & Amortization | 184,146 |
| Research & Committees | 200,405 |
| Miscellaneous & Other | 36,365 |
| Total | \$7,199,576 |

Excess (Deficit) of revenues over expenditures (\$132,723)

Victoria Hospice Funding by Source



Statement of Combined Financial Position

Year ended March 31, 2008

Assets:

| | |
|----------------------------|--------------------|
| Cash & Prepays | \$1,498,193 |
| Account Receivable | 94,805 |
| Investments | 3,112,821 |
| Publications Inventory | 75,299 |
| Deferred Development Costs | 91,107 |
| Facilities & Equipment | 892,229 |
| Total | \$5,764,454 |

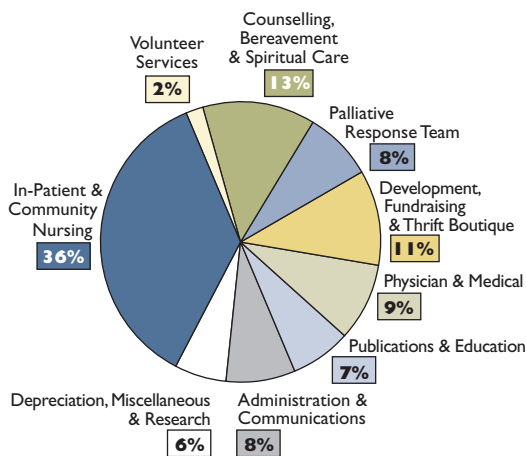
Liabilities:

| | |
|--|--------------------|
| Payable to Vancouver Island Health Authority | \$592,344 |
| Holiday Pay & Accounts Payable | 416,653 |
| Deferred Revenue | 383,939 |
| Total | \$1,392,936 |

Equity:

| | |
|------------------------------------|--------------------|
| Invested in Building and Equipment | \$892,229 |
| Education Endowment Fund | 286,609 |
| General Endowment Fund | 1,456,986 |
| Unrestricted | 1,735,694 |
| Total | \$4,371,518 |

Victoria Hospice Expenditures by Department



For a complete package of audited financial statements, please contact Victoria Hospice at 250-370-8845.

“From the first phone call I made to Victoria Hospice an attitude of professionalism, caring and confidence was in evidence with every staff person and volunteer with whom I had contact.”

Last year

8,338 donors to Victoria Hospice gave
12,690 gifts in the fiscal year
2007/08 totaling over
\$3.1 million.

Generous support from our community helps fund over 40% of Victoria Hospice's annual costs. The donations are used to help fund specialized palliative care programs such as:

- 24-hour Palliative Response Team that provides on-call care at home
- Counselling for adults and children
- Bereavement support for up to one year following a death
- Spiritual care for all faiths and cultures
- Coordinating and training over 500 volunteers
- Education and skill development for care providers •

Victoria Hospice and Palliative Care Foundation Board of Directors 2007/08

- Pierre Geoffrion, President
- Peter Malcolm, Vice-President
- Colin Weavers, Treasurer
- Mark Appleton
- Bonnie E. Campbell
- Bill Eisenhauer
- Peter Madaugh
- David McMillan

Foundation Office

1510 Fort Street, Victoria, BC V8S 5J2
Phone 250-952-5720
vic.hospice@viha.ca •

Looking Back and Thinking Ahead

*Pierre Geoffrion, President
Victoria Hospice and Palliative Care Foundation*

As I prepare to hand over the reins as President of the Victoria Hospice and Palliative Care Foundation to my successor, I have been reflecting upon the accomplishments of the past year.

Most important, congratulations to you, our community, for supporting Victoria Hospice in excess of \$3.1 million. Thank you! This generous support has enabled the Foundation to provide over 40% of the funding for Victoria Hospice programs of care – in particular, core services such as counselling, bereavement support, spiritual care, volunteer coordination and training of our 500 volunteers, and the 24-hour Palliative Response Team.

Looking ahead to the future, we can predict with certainty that the cost and demand for Victoria Hospice services will rise. As a result, the Foundation will need to continue raising the necessary funds to provide specialized palliative services to an increasing number of patients and their loved ones.

So, what is the Foundation doing to secure the future of Victoria Hospice's palliative care programs? As board members, we asked ourselves that very question when we were developing our new strategic plan this year. We now have a comprehensive plan that will guide the Foundation to meet the increased funding requirements of Victoria Hospice.

As stewards of donated funds, we understand it is our job to ensure that gifts to the Victoria Hospice and Palliative Care Foundation are used wisely and invested securely. The future of Victoria Hospice depends on this. •



Pierre Geoffrion

“It was a very difficult, emotional time for all of us, and Victoria Hospice was with us every step of the way – to help, guide, teach, counsel, advise, laugh and cry with us. Truly a remarkable experience.”



Victoria Hospice Report
to the Community 2007/08
is printed on
100% PCW recycled paper